Alberta
CULTURE AND
MULTICULTURALISM
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LOOKING AHEAD: TOWARD PARTNERSHIP FOR CULTURAL DEVELOPMENT IN ALBERTA

JUNE, 1989

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EXECUTIVE SUMMARY

The formulation of the Cultural Development Division's three-year plan has been a challenging and informative task. It has provided the opportunity to approach arts and library development in a more orderly and rationalized way, taking into account the many factors which shape the Division and determine the level and nature of its services.

This document details the results of the strategic planning process which the Division undertook from October 1987 to June 1988. Through a series of surveys, meetings and discussions with 74 staff and approximately 1,200 clients throughout the province, consensus was developed on issues, goals and priorities for the Division in the next three years. The input provided by these artists, administrators, librarians, cultural programmers, board members, and representatives from both the public and private sectors was crucial in creating the framework for the future priorities and activities of the Division.

The Cultural Development Division began the strategic planning process by reconfirming its mission: to create an environment in the province of Alberta in which the arts, cultural industries and libraries can and do flourish.

In order to accomplish that mission, it was agreed that the Division must have acceptable results in the following areas:

- the level of appreciation of cultural opportunities throughout the province;
- the level of individual, organizational, community and corporate sense of responsibility for cultural development;
- accessibility to Divisional services and availability of cultural products;
- the quality of assistance and advice to the cultural community and cultural industries;
- relationships with other Departments, Divisions and related agencies (local, provincial, national and international); and,
- national and international appreciation of the cultural products and environment of Alberta.

Because it is capable of absorbing so much of the attention of the Division and the cultural community, a decision was made not to include grant funding questions in the context of this planning process. It was recognized that funding, while of great significance, it is not always the answer to every question, nor should it be allowed to influence all considerations of Divisional priority setting.

GOALS

The following six goals were established:

GOAL 1 To increase partnership and the sense of shared responsibility for cultural development among the cultural community, the business community, the Division and other agencies and levels of government.

GOAL 2 To improve communications, both to impart and receive information, with our clients, our partners, within the Division and to the Department.

GOAL 3 To increase public commitment to the arts, culture and cultural development in Alberta.

GOAL 4 To increase the equitability of access to the services of the Division and to cultural goods and opportunities on a province-wide basis, with emphasis on increasing the provision of the Division's services outside the major urban centres.

GOAL 5 To increase and extend the audience for Albertan art, artists and cultural industries, on the provincial, national and international levels.

GOAL 6 To improve and strengthen the quality of consulting services of the Division.

RECOMMENDATIONS:

The plan incorporates some major initiatives which the Division will undertake over the next three years to reach its goals.

STRATEGIES FOR ACHIEVING GOALS

Recommendation 1. CULTURAL DEVELOPMENT POLICY

That the Ministry formulate a written cultural development policy.

Recommendation 2. CULTURAL CONSULTATION

That the Division mount a series of regional meetings to disseminate the results of the strategic planning process, and to seek input into Divisional programming.

Recommendation 3. CO-SPONSORSHIP

That the Division develop a policy and procedure to encourage appropriate cosponsorship of major programs with the cultural community.

Recommendation 4. VOLUNTEER SUPPORT

That in conjunction with our client groups, the Division develop a program of volunteer support which would consist of:

4.1 a program of volunteer recognition;
4.2 extending the availability of the Board Development Program; and,
4.3 encouraging cooperative ventures with existing volunteer training programs

Recommendation 5. INTERDEPARTMENTAL INITIATIVES

That the Assistant Deputy Minister be responsible for ensuring that culture be given full consideration in the development and implementation of specific support programs in other provincial government departments which might have direct benefit for our clients.

Recommendation 6. CULTURAL INDUSTRIES

That the Division, together with the Department of Economic Development and Trade, develop a cultural industries policy.

Recommendation 7. CULTURE AND TOURISM

That the Division develop the contribution that the arts and libraries make to provincial tourism and tourism initiatives.

Recommendation 8. INTERNATIONAL CULTURAL RELATIONS

That the Department initiate a program for international cultural relations to support Alberta's overall trade, economic, political and other relations with provinces or countries abroad.

Recommendation 9. ARTS AND CULTURE INFORMATION BASE

That the Division develop an arts and culture data base to provide information to evaluate investment decisions in the arts and culture sector.

Recommendation 10. MARKETING AND PROMOTION

That the Division establish a dynamic marketing program to create a positive attitude among Albertans to culture and the arts, and to increase the demand for cultural goods and services.

Recommendation 11. COMMUNICATIONS PLAN

That a Divisional communications plan be developed to improve client, Divisional and inter-Branch communication.

Recommendation 12. LIBRARY SYSTEMS DEVELOPMENT

That the Division develop a long-term plan and schedule for the extension of regional library systems to the areas of the province not currently served.

I. INTRODUCTION

INTRODUCTION

The formulation of the Cultural Development Division's three-year plan has been a challenging and informative task. It has provided the opportunity to approach arts and library development in a more orderly way, taking into account the many factors which shape the Division and determine the level and nature of its services.

The need for planning in any organization is crucial. The Division must be aware of social change and client need, and be able to respond quickly and effectively with solutions that provide long-term stability and growth for the cultural sector.

The three-year strategic plan is based upon the following six substantive goal areas: partnership, communications, public commitment, equitability, audience development and consultative services.

Each goal responds to one or more issues identified during the planning process. The plan incorporates some thirteen major initiatives which the Division will undertake over the next three years to reach its goals.

These goals and initiatives are sectoral. They relate not to one community or art form or library alone, but to the province, the arts and libraries in their entirety, and flow naturally out of the Division's 42 years of experience.

This plan emphasizes the importance of partnership in the planning, implementation and evaluation of cultural activities. Its recommendations are designed to take advantage of the Division's strengths, and it is the first step toward a more cohesive system that builds on the best of all of our efforts to date, in partnership with the arts and library communities.

CHAPTER I

THE CULTURAL DEVELOPMENT DIVISION AND ITS STRATEGIC PLAN

CHAPTER 1

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The Cultural Development Division

With the passing of the Cultural Development Act in 1946, provision was made for the "encouragement, expansion, coordination and development of different aspects of the cultural life of the Province". Originally administered by the Department of Economic Affairs, the Act created four provincial boards to oversee the development of libraries, music, drama and visual arts. By 1949, 20 board members and one secretary, with a budget of $19,300, offered scholarships, theatre and music tours, education courses, exhibitions and radio programs.

Since then, the Cultural Development Division's mandate, budget, human resources, programs and impact have expanded dramatically. The Division's current mandate is described in the following paragraph, from the 1987 Program Evaluation report:

> The Department of Culture, under the authority of the Government of the Province of Alberta, promotes, encourages, supports and coordinates a variety of cultural programs and services to ensure that culture becomes an enriching reality in the lives of the people of Alberta. Through three arts branches, Library Services, Field Services, the two Jubilee Auditoriums, and the Film Censor Board, the Cultural Development Division provides services, consultative assistance, educational programs, and financial assistance. The function of the administration unit (Assistant Deputy Minister's office) is to coordinate the activities and give direction to the various Branches of the Division in formation of policy, long range planning and budgetary matters. The Division also provides a liaison through the position of Secretary with the Alberta Art Foundation, the Alberta Foundation for the Performing Arts, and the Alberta Foundation for the Literary Arts.

For the purposes of this planning project, the "Cultural Development Division" will be taken to mean Visual Arts, Performing Arts, Film and Literary Arts, and Library Service Branches, plus Field Services. Their work focusses on five primary areas: patron (providing the direct infusion of resources into cultural activities, unaccompanied by any rights of ownership or responsibilities for management), catalyst (providing incentive and

facilitative assistance for arts and library development), educator (to provide training and development opportunities for artists, administrators and resource personnel), regulator (to marshall resources and provide legislation to protect and serve the public interest) and custodian (of art objects and library resources). Thus, the Cultural Development Division is primarily an enabling body, not a producing one. It does not make art itself but, in partnership with other agencies, assists others to engage in a broad range of cultural activities.

Within the last decade, numerous players and partners in cultural development have emerged in Alberta. There are now a great many organizations actively involved: universities, community colleges, service organizations, regional libraries, municipalities, theatres, galleries and arts centres of several kinds. By working with these partners who share the responsibility for cultural development (in contrast to working for "clients" to whom we provide services), the opportunities for cultural growth are greatly enhanced.

There is pronounced and rapid change in the realm of financial support. Growth in this area through the Division's programs was impressive and rapid until 1982/83, but since then operating monies and many grant programs have been brought to a standstill, reduced or even eliminated in some cases. At the same time, however, an increasing role has been played by other sources of funding, particularly lottery funds distributed through the Foundations, and the Community Recreation/Cultural Grant Program.

The Cultural Development Division provides a wide range of services to the citizens of Alberta. In 1987, three arts branches, one libraries branch, two facilities branches and one regulatory branch administered 102 separate programs in the visual arts, performing arts, film and literary arts, libraries, the Jubilee Auditoriums and film censorship. (In 1988, the field services branch was transferred into the Division.) The Division maintains close ties with the three governmental arts foundations, and cooperates extensively with individuals, organizations and institutions from both the private and public sectors. With 107* permanent positions and a budget of $30,087,435 the Cultural Development Division administered 1,537 grants,

* includes staff of the two Jubilee Auditoriums and Board of Censors, excludes Field Services

oversaw 586 public events and activities, produced and/or distributed 191 separate publications and brochures, classified nearly 500 films, handled over 87,000 cultural resources (such as books and works of art), conducted 35 research studies and provided over 25,000 separate consultative services.*

The Strategic Planning Process

In order to prepare the Division to deal effectively with the future, the Deputy Minister of Alberta Culture and Multiculturalism, J. S. O'Neill, initiated a strategic planning process in October of 1987. This project was to review the Division's goals, assign priorities and suggest strategies as to how the Division could realistically accomplish its goals for the next three years (see Appendix 2 for a detailed overview of the planning process).

An eleven-member Strategic Planning Committee, and later a six-member Task Force, guided the process over a nine month period from October 1987 to June 1988. External expertise and guidance was provided by Abingdon Ltd. Consultants.

In the course of this project, the opinions, perceptions and suggestions of over 1,200 clients - including artists, librarians, board members, arts administrators, cultural foundations, cultural sponsors and representatives of the cultural industries and the public and private sectors - were obtained. In addition, staff from within the Cultural Development Division and senior management from the Department of Culture and Multiculturalism were consulted. Special issues were discussed, results were surveyed and client meetings were held throughout the province.

In the process of developing the strategic plan, the Division has made a major shift in orientation. It has moved from being professionally-focussed to client-focussed, from process-oriented to results-oriented, from finance-driven to information-driven, all part of moving towards a culture of consensus. This new primary focus provides the basis for the Cultural Development Division's Strategic Plan and its "vision" for arts and library development in Alberta for the future.

* as of March 31, 1987

The Next Decade

John Naisbitt, one of the foremost futurists of our time, predicts that during the final decade of this century, culture and the arts will flourish as never before. The signs that he will be proven correct are clearly evident. Yet, paradoxically, there are also signs of possible stagnation or decay.

Whatever occurs, growth, stagnation or atrophy, our rapidly changing society will ensure that the current situation will not remain for long. Change will inevitably affect Alberta's cultural community. The challenges facing the Division concern the best use of available public resources to bring the benefits of culture and the arts to an increasing number of Albertans.

The people whom the Division consulted believe there is a need to create a climate in which artistic products and opportunities will be valued and desired by a broader based community. In addition, the desire of the community to express itself and to "hear its own stories" in whatever artistic form must be recognized. The Division cannot achieve this alone. We believe the answer is to create or to improve our existing partnerships with other artistic organizations and cultural agencies and institutions, artists, other departments and levels of government, foundations, school boards, libraries, the cultural industries and various significant clients, individuals and agencies.

The Division will encourage greater interaction among its Branches and will implement changes in management to involve more staff in the activities of the Division through participation on task forces, committees and interdisciplinary or interbranch project groups.

The motivation for this course of action is a firm belief that the arts provide unique social, economic and spiritual benefits which are provided by no other sector of the community. The arts and culture are not merely accessories in our society, they are an essential element of the lives of all Albertans. The responsibility for building a dynamic, participatory cultural sector in Alberta is a cooperative responsibility that must be shared by organizations and institutions, the professionals, amateurs and volunteers who comprise the cultural sector, all levels of Government and the private sector.

While meaningful partnerships will provide the human, intellectual and financial resources for change, improved communications and educational opportunities are essential to ensure that the necessary public, professional and community support are attained. Partners and clients will be encouraged to communicate freely and frequently with the Division through conferences and meetings, disciplinary and inter-disciplinary regional and provincial seminars and workshops, and improved discipline based publications and brochures.

At the centre of the creative activity that is the focus of the Division are the artists. Without them, there would be no painting, literature, music, dance or filmmaking. By broadening the consumer and participant base, and increasing knowledge about and awareness and understanding of the arts, the Division will improve the environment for the individual artist in a truly meaningful way.

CHAPTER 2

LOOKING AHEAD

CHAPTER 2

LOOKING AHEAD

One of the elements in developing a strategic plan is to try to forecast important developments or key environmental factors which will impact on the Division and its goals, even though they are beyond our control. With the rapidity of change today, there is no longer the luxury of long lead time to react to changing environmental demands. Changes in demographics, employment, social values, the economy, politics and technology will affect and shape the Division's overall approach to programs and services. Some of those trends and issues are described in the next few paragraphs.

Demographics

The baby boom of the 1950's, coupled with the declining birth rate in the 1960's and 1970's, is causing the median age of our society to rise. The average age of the population will continue to increase over the next several decades, with the 75+ age group increasing at twice the rate of the 65 to 74 group. This could lead to the development of "grey power" and a greater demand for more and different cultural services from approximately 1990 to 2010, as the "baby boom" generation reaches its peak culturally active age. Although the number of births will probably continue to decrease, it is not expected that there will be a corresponding lower demand for services. Increased out-of-country immigration to Alberta could also impact on the types of cultural services required by clients. There is a current trend away from rural residency into the more urban centres. However, there is also some indication that in the longer term this trend may be somewhat reversed. Such trends have a direct bearing on cultural development since involvement in the arts increases with population density.

Employment

The participatory rates of women in the labour force will continue to increase. Since women have traditionally comprised a large part of the critical volunteer sector in cultural activities, this could have a significant impact on programs and services. Volunteerism is also being affected by the increasing necessity for many to work at more than one occupation. It is predicted that unemployment or underemployment in the 18 to 24 age group will remain a major problem; this could mean less disposable income for this category to pursue cultural and leisure activities.

Economy

Long term changes in the structure of Alberta's economy may be influenced by the continued move from a national industrial and resource-based economy to an international service economy. Diminishing and restricted resources are leading to a greater demand for increased organizational accountability from both the Division and our clients. This means that we must know more exactly the impact of arts and culture on the provincial economy and that the marketing of culture must be more closely tied in with local, provincial and national efforts to promote tourism. It is also likely that the provincial funding of cultural activity and growth will continue to depend on lottery revenue. This would indicate that it will be critical for the Division, provincial cultural boards and the lottery foundations to strategize together as partners.

Technology

Technological change, which is increasing at an exponential rate, can affect both the art forms and the public's accessibility to culture. Technology has the potential to enable many people to participate in activities that were previously inaccessible and to improve the quality of life overall. In Alberta, telecommunications can make more activities "distance independent". At the same time, however, there is a continued disparity between rural and urban access to such technology. It will be critical for the Division, its clients and its partners to make the fullest use of appropriate technology if it is to reach its goals.

Although technological change can improve the work environment, the benefits of new technology are often accompanied by technological unemployment. The challenge is for employers to re-educate and re-train the work force so that workers are equipped with the necessary skills.

Changing Cultural Perceptions

Differences in people's views of culture and artistic expression will increase over time. The diminished and changed significance of labour in the traditional sense will offer greater scope for other social activities, thus opening new avenues for cultural expression. With changes in immigration, diversification in concepts and expressions of culture will grow, while traditional social frameworks of integration and institutions (e.g., church, marriage, family) will change. Cultural opportunities will be altered by the ability of mass media and technology to disseminate information on a large scale.

Education

The rapid rise of socioeconomic standards in the last half of the twentieth century has resulted in higher educational attainment, more public pressure for continuous adult learning, upgrading of past learning and outlets for new learning. Greatly increased educational opportunities over a long time-span are essential in order to keep pace with change and to maximize people's opportunities for self-actualization. In addition, studies have shown that higher educational attainment results in greater general appreciation and participation in arts activities. By the year 2000, some 6,657,000 people in Canada (45% of the labour force) will have some post-secondary education, indicating that the potential arts audience will almost double in less than 25 years.*

* Picot, G. The Changing Education Profile of Canadians 1960-2000. Ottawa: Statistics Canada, 1980.

In 1983, approximately 3.2 million Canadians -- or one in every five -- enrolled in adult education courses. Alberta has the highest participation rate in Canada, with 27% of all adults in Calgary and Edmonton taking at least one course in 1983. People who live in urban areas tend to participate more than their rural counterparts, women tend to participate more often than men, and professionals are the most strongly represented group.*

A greater number and proportion of the population are expected to become active in arts activities, but in different ways from the present. For example, when the relationship between education and leisure activities is examined, it can be seen that the hours spent on reading increase with education, while television viewing declines dramatically. In contrast, book reading and attendance at museums, galleries, libraries and live theatre could increase more quickly than the overall population, largely because older persons with higher levels of education - who engage in these activities more often - are the fastest growing segment of the population. On the other hand, watching television and attending sports events and films would lag behind the population growth, as these activities are patronized disproportionately by the young.**

Political Advocacy

In the last decade, advocacy has become a common part of cultural and political expression. Larger segments of the population no longer automatically accept the values, goals and patterns of behavior of the society around them, or of the organizations which they join. Currently, there is a marked growth of the strength of interest groups, a demand for a decentralization of decision making and increased pressure on service providers to respond to client groups quickly and innovatively. This is a

* Picot, G. The Changing Education Profile of Canadians 1960-2000. Ottawa: Statistics Canada, 1980.

** Devereaux, M.S. One in Every Five -- A Survey of Adult Education in Canada. Ottawa: Statistics Canada and the Department of the Secretary of State, 1984.

natural result of the maturing of many cultural groups over time. Similar changes are occurring in the school system and housing. Thus, the cultural sector in the future can not only expect increased public desire for services, but probably a dramatic increase in outright demand for such services. New cultural structures at the regional and local levels may be required to meet these new demands of the client group.

Conclusion

The impact of change poses tremendous challenges for our society. It is imperative that these changes be addressed if relevant programs and services to the cultural community are to be provided. This new awareness, in turn, increases the potential for partnership with communities and client groups. If sensitively and responsibly developed, this cooperation can provide the basis for constructive discussion and consultation. Such cooperation will allow the tendency to react to short-term problems to be replaced with a process for anticipating those problems and developing more effective solutions and strategies.

II. DIRECTIONS

CHAPTER 3

GOALS AND MEASURES

CHAPTER 3

GOALS AND MEASURES

The Cultural Development Division began the strategic planning process by reconfirming its mission: to create an environment in the province of Alberta in which the arts, cultural industries and libraries can and do flourish.

In order to accomplish that mission, it was agreed that the Division must have acceptable results in the following areas:

- the level of appreciation of cultural opportunities throughout the province;
- the level of individual, organizational, community and corporate sense of responsibility for cultural development;
- accessibility to Divisional services and availability of cultural products;
- the quality of assistance and advice to the cultural community and cultural industries;
- relationships with other Departments, Divisions and related agencies (local, provincial, national and international); and,
- national and international appreciation of the cultural products and environment of Alberta.

One of the Division's major services to the cultural community is funding. It is of crucial importance to many of our partners and clients, and it accounts for a major part of the work and the budget of the Division. Given its importance, the government will give immediate attention to funding over the next three years. However, because it is capable of absorbing so much of the attention of the Division and the cultural community, a decision was made not to include grant funding questions in the context of this planning process. It was recognized that funding, while of great significance, is not always the answer to every question, nor should it be allowed to influence all considerations of Divisional priority setting.

GOALS

After consultation with Divisional staff and over 200 representatives from the arts and library communities, the following goals were established.

GOAL 1 To increase partnership and the sense of shared responsibility for cultural development among the cultural community, the business community, the Division and other agencies and levels of government.

This goal reflects concerns raised by staff and clients regarding the need to see the Division working together with the community. Clients clearly indicated they want to be consulted and are prepared to share the responsibility of cultural development. There are also many examples of partnership working very well at the moment, such as the Visual Arts summer school program, "Series", involving the Visual Arts Branch and Red Deer College, or Library Services' work with the resource libraries of the province to create and operate a resource sharing network for smaller libraries. The message that more of these sorts of partnerships are needed came clearly from clients' suggestions regarding the importance of interdepartmental and intergovernmental initiatives, as well as initiatives with our partners and client groups. The aim of this goal is to maximize Divisional resources, as well as those of other agencies, while sharing responsibility with various partners.

GOAL 2 To improve communications, both to impart and receive information, with our clients, our partners, within the Division and to the Department.

Clients emphasized that communication must be extensive, ongoing and multidirectional. Information must flow freely from the Division to clients, from clients to the Division, between clients and within government. It must be disseminated promptly and widely, with all clients having access to as much information as possible about the Division and the cultural community in general. It was noted that the Division is in a unique position to play the role of provincial "information broker" by compiling and disseminating printed information and fostering networks of communication between cultural groups.

GOAL 3 To increase public commitment to the arts, culture and cultural development in Alberta.

This goal is intended to increase awareness of the importance of the arts and cultural activities to Albertans. It was originally worded, "to increase political commitment", but was modified to avoid the misinterpretation of being aimed only at elected government representatives. Although it is imperative to increase political commitment to culture, it is equally essential to improve the public's perception and awareness of the importance of culture to society. One important facet of this awareness concerns the economic impact of culture: despite the many recent studies documenting culture's economic benefits, the results of this research still must be more focussed and brought to the attention of the public.

GOAL 4 To increase the equitability of access to the services of the Division and to cultural goods and opportunities on a province-wide basis, with emphasis on increasing the provision of the Division's services outside the major urban centres.

This goal acknowledges the concern to distribute the programs, services and resources of the Division as fairly as possible. The issue of equitability is a central policy issue which requires resolution, based on client input and political will. The Division needs to determine an appropriate balance between individuals and organizations, amateurs and professionals, rural and urban, and supply and demand.

GOAL 5 To increase and extend the audience for Albertan art, artists and cultural industries, on the provincial, national and international levels.

This goal is intended to incorporate a wide range of concerns, including audience development, marketing, public education about and promotion of the arts, promotion of Albertan artists outside the province, the development of new activites, and increasing and extending the audience for the arts. The Division has traditionally been heavily involved in addressing the "supply" side of cultural activity; in the future, it will place increased emphasis on the "demand" side. In doing so, the artist as well as the audience will benefit through an increased demand for cultural goods and opportunities.

GOAL 6 To improve and strengthen the quality of consulting services of the Division.

This goal reflects the need for the Division to ensure that its advice and assistance meet the needs of our clients and partners in cultural development. Consultative services must not only be relevant and timely to the community but they must be well delivered.

These six goals provide the foundation for planning the Cultural Development Division's priorities, strategies and activities over the next three years.

Measures

The establishment of quantifiable measures was necessary to enable the Division to assess its progress toward achieving the goals. By comparing increases and decreases in the measures over a period of time, the Division would be able to "track" its performance and in doing so, gauge its success in meeting its goals.

The following measures were adopted for each goal:

1. To increase partnership and the sense of shared responsibility for cultural development among the cultural community, the Division, and other agencies and levels of government.

   - dollar value of corporate donations
   - percentage amount of financial commitment to cultural development from all levels of government
   - number of shared projects with other agencies and provincial government departments

2. To improve communications, both to impart and receive information, with our clients, our partners, with the Division and to the Department.

   - staff survey
   - client survey

3. To increase public commitment to culture and the cultural development of Alberta.

   - funding from the municipal, provincial and federal levels to culture
   - media coverage of arts and cultural events (column inches) in weeklies and dailies

4. To increase equitability of access to the services of the Division and to cultural goods and opportunities on a province wide basis.

   - distribution of Divisional grant dollars
   - geographic distribution of client contacts by staff
   - client satisfaction survey: satisfaction with the Division's ability to meet client needs and equitable distribution of grants
   - distribution and number of clients using Divisional programs and services
   - distribution and number of Divisional programs and services

5. To increase and extend the audience for Albertan art, artists and cultural industries, on the provincial, national and international levels.

Measures of Supply:
- number of outgoing provincial, national and international shows
- number of materials and resources in public libraries
- number of books published, sound recordings made, films produced

Measures of Demand:
- number/value of clients' sales of tickets, books, artworks, etc.; circulation of library materials
- number of memberships and subscriptions

6. To improve and strengthen the quality of consulting services of the Division.

- client satisfaction survey: usefulness, amount, reliability, and timeliness of Divisional information; quality of consultation and advice; attitude of staff providing advice and assistance

CHAPTER 4

REVIEW OF DATA

As part of the Strategic Planning Process, a survey was completed by clients to ascertain their level of satisfaction with the Division's current programs and services. The extensive data provided by this survey enabled the Division to identify areas of satisfaction and dissatisfaction. This information provided base data which could be used to set standards for the achievement of results. To augment this data, pertinent internal and external reports were reviewed by the Task Force to assist in the formulation of the strategies and recommendations.

Client Satisfaction Survey

From the 1,778 questionnaires which were sent to clients, 680 (38%) were returned, providing a 95%+ confidence level in the response for the overall Division.

Responses from the combined categories of "very satisfied" and "satisfied" were ranked from highest to lowest. Items with a satisfaction rating of 75% to 100% were felt to be acceptable, those with a rating of 64% to 74% were reviewed with an aim to refining them, and those below 62% were discussed at length (see Appendix 2 for tabulated survey responses).

In most of the areas covered by the survey, a majority of the clients were generally satisfied with the programs and services of the Division.

Clients were particularly satisfied with the reliability and usefulness of the Division's information, the attitude of staff providing advice and assistance, the timeliness and usefulness of the Division's publications, the Division's efforts to promote the arts and culture within Alberta, and the Division's consultation and advice.

CHAPTER 4

REVIEW OF DATA

On the other hand, clients were least satisfied with the stability of the Division's financial support, the equitable distribution of financial assistance, adequate client consultation on important issues and the level of client influence on Divisional priorities.

The overall high level of client satisfaction indicated that the Division needs to "fine tune" its services rather than to alter them radically. Specific strategies and recommendations were developed to address the areas of concern, such as the distribution of financial support, client consultation and client influence on Divisional priorities (see Chapter 5).

Document Review

In recent years, a number of reports have been produced by the Department and other agencies which pertain to various facets of the Division's planning process. These documents were reviewed by the Task Force, and were useful in forging the final strategies and recommendations.

STANDARDS

The setting of quantitative standards regarding the level of Divisional performance was the next step in the planning process. However, realistic standards can only be set when reliable data are available. During the planning process, a certain amount of base data was gathered: the client satisfaction survey in particular provides the foundation on which certain standards for Division results can be set.

The Division will strive to achieve a 90% satisfaction rating over a period of time. Its more immediate objective, however, is to attain a 70% satisfaction rating over the next three years.

III. STRATEGIES AND RECOMMENDATIONS

CHAPTER 5

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To achieve the stated goals of the Cultural Development Division, the following major strategies are recommended. Most of the strategies have been developed to address one or more of the goals.

These strategies are based on extensive input from clients and staff. The many meetings, surveys and other contacts were instrumental in formulating the Cultural Development Division's goals, priorities, strategies and plans for the next three year period. Pending acceptance of the recommendations, Directors will be asked to submit Branch-specific three-year strategic plans incorporating the major initiatives of the Divisional plan.

Recommendation 1. CULTURAL DEVELOPMENT POLICY

That the Ministry formulate a written cultural development policy.

Growth and development must be founded on policy which is proclaimed by the Minister of Culture and Multiculturalism on behalf of the government. Firmly based on client consultation, the policy must clarify the government's position on several major issues, including the appropriate balance of service that the Division should be offering, the relationship of multiculturalism to our programs and services, how the Division will seek to support cultural development at the local level, and the services which the Division should be providing for special groups.

As part of this policy development, the Division will undertake an analysis of the present distribution of its programs, services and financial assistance to the arts and libraries throughout the province. This analysis will document the distribution of support and assist in establishing the most appropriate balance of services to rural and urban communities, to amateurs and professionals, and to individuals and organizations.

Subsequent to a policy decision on the most appropriate balance of services, a decision must be made about delivery of Divisional services to the local level. In recent years, a great deal of attention has been directed to the role of municipalities in the provision of arts and cultural opportunities and at options for delivery systems for culture and the arts. The options are many, and include an expanded role for municipalities, local and/or regional arts councils, direct delivery of programs by Divisional staff and continued informal arrangements, among others.

In Alberta, an increasing number of municipalities are developing cultural plans and programs and hiring cultural coordinators. Some of the main planning issues identified for investigation include funding, policy development, understanding the needs of the community, clarifying agency roles, programming and support for community groups. It is becoming increasingly important for the Department and the Division to have a comprehensive strategy to meet the growing demands of municipalities in this area. Without such a strategy, the Division could find that its chosen policy is inappropriate for the delivery systems which are evolving in municipalities.

Many of the Branches provide a variety of programs and services to specific elements of the ethnocultural community. The Division must work with the Cultural Heritage Division and the ethnocultural community to delineate the place of the heritage arts within Divisional policy and to eliminate duplication or confusion about delivery of the services of the Department.

An aging population, the need for life-long learning, the growing pressure from groups such as seniors, children and youth, the physically and mentally

challenged, native peoples, and the unemployed and underemployed indicate that a shift in program emphasis may be necessary for the Division. Currently, Branches offer a variety of services to some or all of these groups, but policy consistency and coordination is required. This must be developed in conjunction with other government departments and provincial service organizations.

Recommendation 2. CULTURAL CONSULTATION

> That the Division mount a series of regional meetings to disseminate the results of the strategic planning process, and to seek input into Divisional programming.

As part of the strategic planning process, approximately 1,200 clients from throughout the province provided input into the formulation of the Division's goals, priorities and strategies. In order to foster a sense of partnership and trust with the cultural community, it is imperative that the Division continue contact with these and other clients by providing them with the opportunity to discuss the Division's Strategic Plan at regional meetings. To accomplish this, a series of nine regional meetings will be held in Edmonton, Calgary, Grande Prairie, Fort McMurray, Vermilion, Hinton, Red Deer, Lethbridge and Medicine Hat.

Recommendation 3. COSPONSORSHIP

> That the Division develop a policy and procedure to encourage appropriate cosponsorship of major programs with the cultural community.

The principle of a partnership of effort between the government and the cultural community is vital to cultural and library development. No single cultural agency has the expertise, funds or time to address all the needs of its constituents. Therefore, in order to encourage partnership and to maximize its own resources as well as the resources of others, the Division will develop a policy on cosponsorship activity based on formal contractual agreements.

Recommendation 4. VOLUNTEER SUPPORT

That in conjunction with our client groups, the Division develop a program of volunteer support which would consist of:

a program of volunteer recognition;
extending the availability of the Board Development Program; and,
encouraging cooperative ventures with existing volunteer training programs.

Volunteers are essential to cultural development in Alberta. Thousands of Albertans donate their time and energy to ensure that their communities have arts organizations, libraries, programming and facilities. They are also responsible for teaching, promotion, fundraising and other activities which support cultural activity at the local, regional and provincial level.

In order to acknowledge, formally and publicly, the contributions of outstanding volunteers, the Division will develop a volunteer recognition program. The goal of the program will be to recognize those who have made a significant contribution to cultural and library development, as well as to stimulate others to emulate those who have been recognized.

The Board Development Program provides training and skill development necessary for boards of every arts discipline. Developed and administered by the Performing Arts Branch, workshops are currently offered to performing arts, library and visual arts boards. This program will be extended gradually to the whole Division. To facilitate the re-orientation of this program, an inter-Branch advisory steering committee will be established.

Recommendation 5. INTERDEPARTMENTAL INITIATIVES

That the Assistant Deputy Minister be responsible for ensuring that culture be given full consideration in the development and implementation of specific support programs in other provincial government departments, which might have direct benefit for our clients.

Recent research has clearly indicated that the arts and culture make up a viable and vital component of the economic sector. Consequently they are worthy of inclusion in programs designed to stimulate economic growth, such as economic development, job creation strategy, training and industrial diversification programs.

The Cultural Development Division has traditionally cooperated with a large number of provincial government departments. These relationships have generally been productive and amicable. For culture to reach its full potential in Alberta, however, a more comprehensive and coordinated approach is needed.

Recommendation 6. CULTURAL INDUSTRIES

That the Division, together with the Department of Economic Development and Trade, develop a cultural industries policy.

Cultural industries, for the purposes of this paper, include book and periodical publishing, film and video production and sound recording.

If the rapid growth of Alberta's cultural industries continues, the existing resources of the Division will be inadequate to provide a workable support system. In order to reach their potential, these industries must have the support and expertise available from both Alberta Culture and Multiculturalism and the Department of Economic Development and Trade. A Cultural Industries Initiative, undertaken jointly and cooperatively by both departments, would link their mandates regarding these industries, assisting the manufacturing and marketing processes for cultural products while giving appropriate consideration to the important role played by these industries in cultural development within the province.

The book publishing industry has grown from sales of $7.5 million in 1984 to sales in excess of $20 million in 1986. This growth has developed companies which are ready to benefit from assistance in national and international distribution and business and technological development. The film and video industry requires a cultural initiative to strengthen the base for emerging filmmakers and ensure that an Alberta-oriented product will be available in the future, to complement the improvements recently made in the Alberta Motion Picture Development Corporation's ability to assist commercial filmmaking in Alberta.

The June 1988 issue of Cinema Canada carried an article stating that more government aid for film was required, from Culture as well as Economic Development. The article quoted the president of the Alberta Motion Picture Industry Association: "...The private sector model doesn't fully address the needs of our industry. ...The government must be prepared to have some of the industry supported from the tax base."

A major initiative for all cultural industries in the province will create an opportunity to develop these economically viable industries in Alberta. It will assist publishers to continue the growth and expansion of the past few years, and encourage the comprehensive development of emerging filmmakers through experimental or mainstream film and video organizations. Other provinces are rapidly overtaking Alberta with new combined cultural and economic initiatives. The Division must develop a comprehensive policy in order to ensure that cultural industries receive the attention and support that they deserve.

A Cultural Industries Initiative would provide an appropriate vehicle for the provincial portion of a cultural sub-agreement to the Economic Regional Development Agreement (ERDA). This sub-agreement and the Western Diversification Initiative are major potential sources of new federal funding for Alberta's cultural industries.

Recommendation 8. CULTURE AND TOURISM

That the Division develop the contribution that the arts and libraries make to provincial tourism and tourism initiatives.

Fairs, festivals and other special cultural events have an important function in attracting tourist dollars into communities, especially through repeat visitations. Cultural events also play an important role in increasing the circulation of existing dollars in a community. The Division should take the lead in working with municipalities to exploit the tourist potential of cultural attractions. Libraries could also be used as agents of cultural tourism if staff are effectively trained and the appropriate resource materials are available for distribution to both local residents and visitors.

Recommendation 9. INTERNATIONAL CULTURAL RELATIONS

That the Department initiate a program for international cultural relations to support Alberta's overall trade, economic, political and other relations with provinces or countries abroad.

Such a program will support Alberta's trade and tourism abroad by reflecting internationally the growing creativity, scope and calibre of culture in Alberta, thus presenting a favourable image of the province. Among the activities which would contribute to meeting this goal would be a cultural presence or component at international trade fairs, international/provincial tourism promotions, major world cultural festivals and major world athletic events with cultural festivals. This program would also increase understanding between peoples through hosting cultural exchanges from abroad and making them accessible to as large a segment of the Albertan population as possible. It would also promote understanding and cooperation through people-to-people exchanges. Finally, this program would also improve professional opportunities abroad for those Albertan performers, artists and craftpersons who can participate successfully in the international marketplace.

The Division on behalf of the Department, has traditionally conducted some international relations programming on an ad hoc basis. With the reduction of resources, the Division is no longer in a position to meet the increased demand for international relations programming without an infusion of new funds.

Recommendation 10. ARTS AND CULTURE INFORMATION BASE

> That the Division develop an arts and culture data base to provide information to evaluate investment decisions in the arts and culture sector.

The arts and culture play a significant role in Canada's economic and social development. However, without data specific to Alberta, it is difficult to fully explain to the decision-makers and the general public the importance of culture and the arts in terms of job creation, economic impact, and the circulation of dollars in a community due to cultural activity. Public acceptance and understanding of these phenomena are necessary to increase the confidence of the decision makers. The information base will be designed to provide data for provincial policies which will maximize the positive economic and social impact of culture and the arts.

Recommendation 11. MARKETING AND PROMOTION

> That the Division establish a dynamic marketing program to create a positive attitude among Albertans to culture and the arts, and to increase the demand for cultural goods and services.

Clients repeatedly stressed that marketing is one of the major areas where the Division and the government must play a key supportive role. The program will include the development and implementation of a major "Better Buy Alberta"-type promotional campaign for the arts. The purpose of such a

campaign would be to emphasize the importance and benefits of the arts for society in general, as well as to encourage members of the public to participate in the arts. The Division will also seek to expand its existing relationship with the ACCESS Network to maximize the use of the electronic media as a central part of the program. The magnitude of the proposed marketing program will necessitate an infusion of new funds for professional marketing expertise to develop the campaign and for the Division to apply the campaign using the widest possible media coverage.

As the provincial coordinating body for cultural development, the Division is in a unique position to carry out such an initiative in full cooperation with partner groups.

Recommendation 12. COMMUNICATIONS PLAN

That a Divisional communications plan be developed to improve client, Divisional and inter-Branch communication.

During the course of the client and staff surveys and meetings, there were repeated recommendations and suggestions as to how communication could be improved. Initial strategies will include improved awareness of the Government's communication systems for our clients, the publication of one or a series of comprehensive arts directories for client groups, and introduction of electronic mail and telefacsimile systems between all Branches and with as many client groups as possible.

Because of the Department's central position and provincial perspective, many clients see one of the Division's most important roles as that of a gatherer and provider of information which is otherwise difficult or impossible for the individual client to acquire alone. Clients and partners also see another important role in assisting them to meet, share information and plan together. As a result, the Division will introduce two regional network/information-sharing pilot projects to assist clients and partners to communicate with each other.

Many clients expressed concern that written communication emanating from the Department was too complicated. Therefore, all staff will be requested to take special care to communicate in a clear and simple manner, and forms will be simplified where possible.

Recommendation 13. LIBRARY SYSTEMS DEVELOPMENT

That the Division develop a long term plan and schedule for the extension of regional library systems to the areas of the province not yet served.

There are currently five regional library systems operating outside Edmonton and Calgary. The Province has been divided into nine regional library development zones. Because of the growing local demand for regional library services, the Minister has requested that a long term development plan and a schedule be prepared with appropriate funding recommendations.

APPENDICES

APPENDIX 1: AN OVERVIEW OF ARTS AND LIBRARY DEVELOPMENT IN ALBERTA

The Province of Alberta has traditionally enjoyed a vigorous and dynamic cultural community which has gained a national and international reputation for excellence. The quality of Alberta's artists, post-secondary fine art programs, arts foundations, cultural facilities and library networks are recognized throughout Canada. Following is a brief overview of the current state of arts and library development in Alberta.

The Visual Arts

Well past the pioneering stage of development, the visual arts in Alberta are thoroughly woven into our social fabric and are currently enjoying their highest level of public appreciation and support. Initial opportunities for involvement and training exist in one form or another in nearly every community throughout the province and, because of the network of well-developed programs (such as extension training programs and specialized professional training opportunities in major centres throughout the Province), the developmental needs and aspirations of virtually every individual Albertan can be served.

For the past 50 years, the growing visual arts community has been building structures and systems to support its activities and to ensure continued growth. There are now well over 200 visual arts organizations, ranging from local art clubs and guilds involved with the programming needs of their members, through to provincial umbrella agencies which are concerned with province-wide coordination and which reach out nationally and internationally to provide opportunities for Alberta artists.

To handle the end-product of producing artists, galleries have been established by educational institutions, community organizations, the artists themselves, and enterprising individuals who have pioneered and developed a showcase and marketplace for Alberta art. At present, over 30 public, artist-run and institutional major galleries and educational spaces exist, providing exhibiting opportunities for the developing and established artists. More than 250 private commercial galleries and craft outlets exist within the province at present, generating significant sales and making it possible for larger numbers of Alberta artists to live by the sale of their work. Now, after 20 years of exhibiting and marketing initiatives in Alberta the individual artist is stepping out into the national and international visual arts arena. Galleries in Toronto, Montreal and Vancouver are exhibiting and selling the works of Alberta artists on a regular basis, and a number of individual artists have had their first

commercial shows in major American art centres such as San Francisco and New York. With exhibitions in nearly every country in Europe and selected centres in Asia, Australia, South America, China and even the U.S.S.R., Albertan artists have begun to break down the barriers that had previously limited artistic ideas and opportunities. These artists are truly becoming a part of the global artistic community.

An expanding public support system encourages and assists the development of the visual arts in Alberta -- a system that includes provincial government departments such as Education, Advanced Education, and Alberta Culture and Multiculturalism, as well as public agencies such as the Alberta Art Foundation. These provincial agencies have become the major avenues of support for the visual arts community. However, through a variety of initiatives, the resource base for all visual art activities has now been broadened to include not only the support of all three levels of government, but the involvement and very considerable support of public, private and corporate sectors of our society.

The Performing Arts

Forty three professional non-profit arts organizations perform to some 1.5 million patrons and spend approximately 28 million dollars annually. Several have gained national and international recognition for their artistic excellence. However, to survive, the fine and performing arts require significant ongoing support. While this was possible throughout the mid to late seventies, the province's economic difficulties have had a negative impact on the performing arts sector. Corporate fund-raising has become increasingly difficult, and government funding has been restricted. Some of this funding shortfall has been absorbed through lottery-based funding but, taking inflation into account, there was an erosion of funding from 1982-83 levels of approximately 40%. However, the recent lottery funded initiative introduced by the Government has eased the financial situation for the professional organizations eliminating or reducing accumulated deficits and allowing operating fund increases.

In the commercial music sector there is a great deal of activity, but it is fragmented. Many artists leave the province in search of larger markets in eastern Canada or the United States.

Outside the major urban centres, there appears to be a resurgence in community based works. The total direct economic impact of expenditures by amateur theatres throughout the province was $10.5 million for 87/88.

The Community Series program has had a major impact on rural communities by encouraging local non-profit organizations to present touring performing artists and companies. In the 1987-88 season, 202 presenting organizations offered over 1,632 performances to a total audience of almost 500,000 people. Box office revenues totalled $6.0 million, with an average ticket price of $3.98.

There are, however, areas of concern such as the difficulty in marketing "serious" music and contemporary dance, and the lack of touring to smaller centers by major companies.

The Film and Literary Arts

Book publishing has experienced tremendous growth in the last fifteen years, from one publishing company to 27 companies, with 1987 total sales estimated in excess of $20 million. The economic study Out of the West reported sales in 1984 at $7.5 million, so this growth has occurred despite the general ecnomic downturn. The industry employs about 300 people directly, in addition to providing work for ancillary industries such as printers, typesetters, writers, designers, artists and photographers. The publishers produce over 100 titles per annum, in all genres.

Periodical publishing in Alberta has an estimated total revenue of $6,670,000. Data in this area is sketchy, but there are about 40 periodicals published in this very risky business. The majority of titles, and the most financially stable, are the special interest magazines. The Branch is involved with periodicals serving the artistic and cultural communities, which are heavily subsidized and often staffed by volunteers. The average circulation is 7,500.

Alberta writers work in all fields: fiction, periodicals, non-fiction, film, educational texts, broadcast media and more.

A recently released study of the business of writing in Alberta, Word for Word, has provided detailed information about the substantial economic impact this activity has on the province. While there are over 750 freelance writers working in the province, only about 65 earn their living full time from their writing. While the median annual wage of Alberta writers is $2,700, the impact of writers' personal spending on the provincial economy is approximately $26,400,000 annually.

Film and video arts in Alberta has never been studied comprehensively. The financial activity of the more than 40 film/video production companies is estimated at anywhere from $30 million to $50 million, depending on the source. The companies carry mixed portfolios, and an individual company may be in various stages of production on a feature film, a music video and a documentary at one time. Of these kinds of films, features generate the highest financial impact on the province per project, but it is the "non-theatrical" films which provide the ongoing steadier employment for the 750+ members of the film/video community. In the field, budgets can range from $10,000 to $500,000 per film or video and there are 50-100 of them being made in the province in any given year. Employment can range from 3 to 12 people for each of these smaller films and videos.

Alberta also has seven active film/video cooperatives or artist-run associations dedicated to production and exhibition, often through festivals of experimental, artistic or innovative works. These groups, with a membership of about 600 professionals and amateurs, also play an important role in training and development of all filmmakers in the province.

Festivals play an important role in the Alberta film and video community. The Banff Television Festival is the only television festival in Canada, and one of the best known in the world. Plans for the 1989 Indian Summer World Festival of Aboriginal Films are well underway. Other festivals include the Alberta Motion Picture Industries Association's annual festivals of Alberta films and videos, the Banff International Festival of Mountain Films, and "Local Heroes", a festival of first, low budget films, including those by local filmmakers, sponsored by the National Screen Institute.

Library Development

There are more than 2,000 libraries in Alberta in the following categories: school libraries, public libraries, special libraries (both corporate and public sector) and academic libraries. These institutions operate under a number of governing jurisdictions and are funded from a variety of sources. Their general goal is to provide library resources and information to their separate client groups. To do this effectively a number of partnerships and network arrangements have developed.

There are over 300 public library outlets in Alberta serving over 2.3 million people and circulating almost 23,000,000 items annually. They have a combined expenditure level of more than $48,000,000, much of which goes back into the local and provincial economy. There are three types of public libraries: community libraries, usually serving very small unincorporated areas (19); municipal libraries, usually serving one municipality (242) and regional library systems (5) serving large geographic areas and designed to provide back-up services to local libraries. Public libraries operate under the Alberta Libraries Act, a provincial statute which is permissive in nature. They are governed by library boards which, with the exception of community libraries, are appointed by the funding municipality. This network of libraries

provides a vast array of services: circulation of books and other resources; author readings, reference and advisory services, interlibrary loan, arts, culture and social service programming. In many Alberta communities, the local public library occasionally serves as the cultural centre for its citizens. Outside the two major centres there is a strong and growing trend for muncipalities to band together to establish regional library systems because it is becoming increasingly difficult for single municipal authorities to meet the intense demand for improved library service without co-operating in some way.

There are two major provincial organizations which support the continued development of library service: the Alberta Library Trustees Association provides educational and organization support services to the more than 2,200 public library trustees in the province. The Library Association of Alberta seeks to support the development of all libraries and library services in the province.

While the cornerstone of public library development has been and continues to be the local municipality, the provincial government through the Library Services Branch is a significant partner in this process. This partnership is demonstrated through a number of support programs: financial assistance of more than $11,000,000 in annual operating and project grants; provision and administration of the enabling library legislation; the coordination of a provincial service of interlibrary loans and zenith telephone information; a systems development program; consultation, advisory and liaison services; the provision of talking books for the handicapped and books in 30 languages delivered to Albertans through their local public library. Public libraries have also received tremendous capital support through the CRC (Community Recreation/Cultural) Grant Program. Public libraries are also able to take advantage of funding from the Alberta Foundation of the Literary Arts and this is used to support such special events as author visits. The Branch also cooperates with such agencies as the Performing Arts Branch, Alberta Public Works Supplies and Services and the Southern Alberta Institute of Technology to facilitate additional programs and services.

Public libraries face the tremendous challenge of dealing with the information explosion in order to serve their clients well. To do this, they require constant renewal of resources, well trained staff and effective management boards, safe and efficient facilities, access to the latest operational and bibliographic technology, cooperation with each other and a strong and vibrant vision of the future. In the last ten years an increasingly effective partnership between the senior level of government, the local municipality, and the volunteer library trustees, library personnel and library supporters has resulted in one of the best public library systems in Canada. Continued success will be possible if these partners continue to face and plan for the future together.

Field Services

Due to a variety of a factors including the cumulative impact of the Community Recreation/Cultural Grant Program, many municipalities are considering embarking on, or are in the midst of, cultural policy development. There are also a number of non-cultural agencies, such as recreation associations and chambers of commerce, who are involved in parallel exercises. This interest in cultural matters by decision makers not exclusively involved in cultural affairs is a matter of interest to the Field Services Branch. On an ongoing basis there is also the reality of more than 400 municipalities, located throughout the province, ranging from cities to special areas that each require and deserve a level of service.

APPENDIX 2: THE PLANNING PROCESS

(a) OVERVIEW

The Cultural Development Division's Strategic Plan evolved over a nine-month period from September 1987 to June 1988.

At the request of the Deputy Minister of Culture and Multiculturalism, J. S. O'Neill, a committee was appointed to produce a three-year plan of action/goals for the Cultural Development Division, and the Visual Arts, Performing Arts, Film and Literary Arts, Library Services and Field Services Branches.

The Strategic Planning Committee consisted of the following individuals:

Cultural Development Division:	Glen Buick, Assistant Deputy Minister Rob Hood, Coordinator of Divisional Administration
Visual Arts Branch:	Les Graff, Director Marilyn Kimura, Assistant Director
Performing Arts Branch:	Dr. Clive Padfield, Director Ken Graham, Assistant Director
Film and Literary Arts Branch:	Ruth Bertelsen Fraser, Director Katie Daniel, Consultant
Library Services Branch:	Barbara Clubb, Acting Director Lucy Pana, Assistant Director Bonnie Gray, Assistant Director
Field Services Branch:	Ron duFort, Director Jim Singbeil, Consultant

In October of 1987, Abingdon Ltd. Consultants was selected to assist the Division's Strategic Planning process. Alan Parry worked closely with the Division at all stages of the process.

To expedite the planning exercise and ensure its completion by June 15, 1988, a six-member Task Force was appointed in March. This Task Force continuously consulted with the original twelve-member committee and was responsible for carrying the project to completion. Its members were:

Glen Buick, Assistant Deputy Minister
Barbara Clubb, Acting Director, Library Services (Chairperson)
Rob Hood, Coordinator of Divisional Administration
Marilyn Kimura, Assistant Director, Visual Arts
Dr. Clive Padfield, Director, Performing Arts
Jim Singbeil, Consultant, Field Services

The Strategic Planning process involved five overlapping phases of activity:

Phase 1: Mobilization (September - December 1987)

- development of planning model
- establishment of purpose, goals and timelines of the study
- appointment of the Division Strategic Planning Committee
- contracting of Abingdon Ltd. Consultants to assist with the planning process
- identification of resources
- articulation of Division goals
- identification of priorities
- development of data collection instruments (December 1987 - February 1988)
- identification of research questions and respondents
- contracting of Syntony Consulting Ltd. to assist with surveys

Phase 2: Data Collection (January - May 1988)

- administration of:
  1) client survey and meetings to solicit client help in setting of Divisional goals (January 1988)
  2) client survey to acquire base data on user satisfication with the programs and services offered by the Division (March - April 1988);
  3) client meetings to solicit input on strategies for the Division to achieve its goals (March - April 1988);
  4) staff input into strategies (May 1988);
  5) staff input into measures (May 1988); and
  6) review of relevant documents

Phase 3: Data Analysis and Synthesis (May - June 1988)

- tabulation, analysis and synthesis of all survey and meeting results
- synthesis of special issues and "futures" concerns
- identification of Division priorities
- formulation of Division strategies, measures and standards
- formulation of recommendations

Phase 4: Reporting (May - June 1988)

- research and writing of final report
- distribution to Committee members and Deputy Minister

Phase 5: Implementation and Follow-up (June 1988 - ongoing)

- implementation of strategic plan
- contact with clients who participated in planning process
- review of results and recommendations with staff

(b) CLIENT INPUT

Division Goals and Concerns

In January of 1988, over 200 clients of the Visual Arts, Performing Arts, Film and Literary Arts, Library Services and Field Services Branches provided input into the goals and priorities of the Cultural Development Division. After a brief introduction to the Division's planning process and its programs and services, the following areas were discussed:

- major areas of concern/priorities of clients;
- suggested priority areas for the Cultural Development Division, excluding funding (e.g., education, consultation, publications, policy development, coordination, etc.);
- propriety of the Division's current activities and priorities; suggestions for additional activities;
- allocation of Divisional funding (e.g., block funding, study grants, travel grants, operational grants, capital funding, matching grants, etc.);
- priorization of the Assistant Deputy Minister's roles and responsibilities statement; and,
- general comments.

In order of priority, clients indicated that the Division could best assist cultural development by concentrating its efforts in these major areas:

1. partnership
2. communication
3. funding stability
4. quality consultative services
5. marketing and development (i.e., promotion of professional artists outside Alberta, accessibility to artistic products, audience development, public education and promotion of the arts)
6. education and training
7. equitability of access
8. leadership

Based on clients' consensus in these eight areas, the Division's Planning Committee developed the client-oriented and organizational goals discussed in Chapter 3.

Client Satisfaction Survey

In order to gauge the current level of client satisfaction with the Division's activities, to identify areas of concern and to provide base data for future comparison, a survey was designed and mailed to clients. The questionnaire solicited input on the Division's programs and services, application requirements, accessibility, communication, partnership and commitment.

The major client groups were identified as follows: (1) individual artists, (2) artistic staff, (3) managers and administrators, (4) boards and associations, (5) volunteers, (6) representatives of the private/commercial sector, (7) elected and appointed officials and (8) cultural sponsors. Each Branch estimated its total potential number of respondents in each client group, and a statistically representative survey population was drawn from this.

A total of 1,778 surveys were mailed to clients. Of these, 680 (38%) were completed and returned, providing a 95+% confidence level* in the reliability of the Divisional data. The following confidence levels were obtained for each Branch:

Library Services	- 85%
Film and Literary Arts	- 80%
Visual Arts	- 75%
Performing Arts	- 75%
Field Services	- 75%

* this indicated that there is a 95%+ chance that the data for any item will be accurate within 5%

It should be noted that the responses to questions 4, 15, 16, 17 and 20 had a large number of non-respondents, and thus the reliability of the data for these questions is reduced. The high level of non-response was attributed to the fact that these questions, were either not applicable to certain respondents, or that the client possessed insufficient information to make an informed comment.

The major findings of the client survey are reviewed in Chapter 4. A tabulated questionnaire for all respondents follows.

Department of Culture and Multiculturalism
Cultural Development Division
Client Survey May 1988

Results for All Branches

How satisfied are you ...	Percent Satisfie or Very Satisfie
1. that the information we provide is reliable?	89
2. with the attitude of the staff providing advice and assistance?	83
3. that the information we provide is useful?	81
4. that our publications are useful?	80
5. with our efforts to promote arts and culture within Alberta?	79
6. with the timeliness of our publications?	75
7. with ourconsultation and advice?	75
8. with our programs and services for volunteers?	74
9. with our education and training opportunities? (e.g., courses, workshops, lectures)	72
10. with the timeliness of the information we provide?	70
11. with the availability of arts and cultural activities in your community?	68
12. that, overall, the Division's programs and services meet your needs?	67
13. with the amount of information you receive from us?	66
14. with the level of support we provide for the development of artistic talent?	64
15. that our roles and responsibilities are clearly differentiated from those of the Foundations?	61
16. with the process for obtaining grants?	59
17. with the stability of our financial support?	52
18. that our financial assistance is equitably distributed? (e.g., grants to organizations, individuals)	49
19. that we adequately consult you on important issues?	47
20. with the level of influence that you have on our priorities?	41

(c) STAFF INPUT

Staff Input Into Measures

The establishment of tangible quantitative measures was necessary to enable the Division to assess its progress towards meeting its goals. Divisional staff developed a list of measures for each goal. From some 55 suggestions, 18 of the most appropriate and feasible measures were incorporated into the strategies and recommendations (see Chapter 3 for specific measures).

(d) STRATEGY MEETINGS WITH CLIENTS AND STAFF

In April and May of 1988, a series of eleven regional meetings was held to solicit client input as to how the Cultural Development Division might meet its goals.

A total of 460 clients representing a broad cross-section of the visual arts, performing arts, film and literary arts, library services and field services, were invited to attend. 215 clients participated in the following meetings:

Calgary	59 participants (25% of total number of participants) at two meetings
Edmonton	49 participants (23%) at two meetings
Lethbridge	20 participants (9%) at one meeting
Medicine Hat	18 participants (8%) at one meeting
Grande Prairie	18 participants (8%) at one meeting
Red Deer	15 participants (7%) at one meeting
Hinton	13 participants (6%) at one meeting
Fort McMurray	12 participants (6%) at one meeting
Vermilion	11 participants (5%) at one meeting

Clients were placed in small, cross-disciplinary discussion groups of five to nine persons. After receiving a brief introduction on the Cultural Development Division and its planning process, clients were asked to priorize the Division's goals. Using Nominal Group Technique, clients then suggested and rated strategies as to how the Division might best achieve its goals. The meetings concluded with clients' comments and evaluation of the session. Each meeting lasted approximately three hours.

At the conclusion of the client meetings, managers and consultants from the Cultural Development Division reviewed, categorized and priorized the clients' suggested strategies. In addition, staff suggestions were incorporated into the process, resulting in a synthesis of strategy ideas from both groups.

The major findings of these meetings were:

(i) Priorization of Goals

Clients priorized the Division's goals as follows:

1) to increase public commitment to culture and cultural development in Alberta;

2) to increase partnership and the sense of shared responsibility for cultural development among the cultural community, the business community, the Division and other agencies and levels of government;

3) to increase equitability of access to services of the Division and to cultural goods and opportunities on a province-wide basis, with emphasis on increasing the provision of the Division's services outside the major urban centres;

4) to increase and expand the audience for Albertan art, artists, and cultural industries, on the provincial, national and international levels;

5) to improve communication, both to impart and receive information, with our clients, the Division and other agencies and levels of government; and,

6) to improve and strengthen the consulting services of the Division.

Most cities ranked the goal pertaining to public commitment very high. The major urban centres (Calgary and Edmonton) also felt that audience development was a priority, while the smaller centres tended to rank equitability higher.

Divisional staff priorized the goals in a similar manner, with identical emphasis on public commitment and partnership.

(ii) Strategies

Clients and Divisional staff suggested approximately 1,200 strategies as to how the Divsion might reach its goals. These strategies were priorized, analyzed and categorized, and a total of 18 selected to form the basis of action to achieve the Division's goals. At least two strategies were aimed at each goal; most of the strategies suggested will impact on more than one goal.